

**THE GEORGE WASHINGTON UNIVERSITY
Washington, DC**

**MINUTES OF THE REGULAR MEETING
OF THE FACULTY SENATE HELD
ON FEBRUARY 4, 2000, IN THE
ALUMNI HOUSE, 1925 STREET, NW**

The meeting was called to order by Vice President Lehman at 2:15 p.m.

Present: Vice President Lehman, Registrar Selinsky, and Parliamentarian Pagel;
Deans Futrell, Harding, Lefton, Phillips, and Riegelman; Professors
Agnew, Berkowitz, Boswell, Captain, Cawley, Duff, Gallo, Granger,
Griffith, Haque, Harrington, Hoare, Johnston, McAleavey, Nagy, Park,
Pelzman, Robinson, Sheldon, Simon, Stephanic, Wilmarth, and Zaghloul

Absent: President Trachtenberg; Deans Mazzuchi, Williams, and Young;
Professors Castleberry, Mergen, and Moses

**REPORT ON THE PROPOSED COLLEGE OF PROFESSIONAL STUDIES FROM
THE COMMITTEE ON APPOINTMENT, SALARY AND PROMOTION POLICIES**

Professor Boswell, Chair of the Committee on Appointment, Salary, and Promotion Policies, said that in November, Vice President Lehman spoke to the Committee about the proposed College of Professional Studies and invited the Committee to submit any suggestions it might have. The ASPP Committee began at that point to deal with issues of appointments, benefits, and the kind of structure the proposed College would have. These points, he said, form the basis for the ASPP Committee's report to the Senate. He noted that Professor Park, a member of the ASPP Committee, prepared the report, and he said the Committee is indebted to him for his service in writing this report which went through many iterations. He then called upon Professor Park to speak to the report.

Professor Park noted that he was just the scribe of this report; the ideas were not his at all, and that the report was intended to offer to the Senate a summary of the thinking of the ASPP Committee and others as best as the Committee could discern. He said that the report is presented in two sections -- first, a discussion of the issues raised and a foreshadowing of how they are disposed of, and, secondly, a set of recommendations, not in the form of a resolution. He then outlined the major points in the report. He said that the general response of the ASPP Committee was positive, but that academic standards were the most serious concern expressed. He added that it is absolutely critical to the identity of GW that the programs in no sense be shortcut or second rate. With regard to the recommendations for a governance structure for the proposed College, Professor

Park emphasized that the ASPP Committee does not presume that this is a necessary structure, but it is the Committee's attempt to address many of the specific issues that came up in its discussions with Vice President Lehman, Associate Vice President Roger Whitaker, and the Educational Policy Committee. (The Report of the ASPP Committee, referred to herein, was distributed electronically with the Agenda for this meeting.)

Professor Boswell pointed out that the starting point for the ASPP Committee's work was a Resolution on Interdisciplinary Programs (97/7) passed by the Senate in 1998, because it appeared to the Committee that the only really new part of this proposed College was the attempt to foster some interdisciplinary work, as needed. The Committee also endeavored to build into this plan as many guarantees for faculty participation in the governance of the proposed College as is consistent with the Faculty Code and current practice. He said that this report to the Senate and to Vice President Lehman basically finishes the work of the ASPP Committee in this regard.

Professor Berkowitz said that it seemed to him that the Faculty Senate's response to the proposed College is to actually encumber the entrepreneurial spirit of this whole enterprise which is supposed to be flexible and quick in response to corporations requesting specific services. Vice President Lehman replied that he and Associate Vice President Whitaker have worked very closely in putting this proposal together and he thought that it can work very well. Professor Robinson said that it seemed to her that the ASPP Committee's report, by offering structure, provides the safeguards that the faculty are looking for, i.e., faculty participation. While it is not a guarantee, she thought that it puts into effect machinery that would work on the faculty's behalf.

Professor Pelzman pointed out that the proposed College idea itself is composed of two components - the service component and the degree component. He said the service component is addressed by the report of the ASPP Committee. But the degree component is the one element that is in question, and that is what the Ad Hoc Committee's resolution addresses. He said that he has no problem with the service provision component of the proposed operation, and, in fact, commends it, but when there is a generic Master's Degree program included, there are major unanswered issues and concerns. He stressed that when a corporation wants a course offered quickly, the University has to make certain that the quality of the course meets the quality of our on-campus courses, so that there is no negative reputational effect on all faculty who teach here. He said that no matter how one generates a solution in terms of an administrative structure, once one creates an incentive to basically service corporations on the outside, one cannot guarantee quality.

Professor Boswell said that he would emphasize that the ASPP Committee did not start from the premise that this proposal was a "done deal." He said the Committee was persuaded that it was a good idea, but wanted to make sure that there was a structure in place in which faculty could participate. Professor Harrington asked Vice President Lehman what schools would participate in this venture, and Vice President

Lehman replied that we currently have four schools that are involved in off-campus programs, and possibly two more that are interested in initiating off-campus programs. The current schools offering off-campus programs are CSAS, SEAS, GSEHD, and SBPM. Professor Harrington responded that SEAS does have off-campus programs, but the proposed College is something entirely different, as far as academic programs are concerned. He said that the SEAS faculty have not been asked if they should participate, and he thought that that is a very important issue that needed to be discussed. Further discussion followed by Professors Pelzman, Boswell, Nagy, Dean Lefton, and Vice President Lehman.

Professor Griffith suggested that the discussion be confined to clarification of the report of the ASPP Committee at this point, and that the Senate move on to the Resolution from the Ad Hoc Committee which requires action. The crucial difference, he said, is not whether the ASPP Committee takes this proposal as a fait accompli, but rather is a difference in vision as to how far along this proposal is. The view of the Ad Hoc Committee, it seemed to him, is that we need a task force to continue to work out details of the structure because at the moment we do not have a financial plan, and, therefore, we are not far enough along at this time to buy into this proposal.

Professor Sheldon said that she agreed with Professor Griffith. The Business School was unanimous in its support for the objectives of setting up this sort of entity, i.e., finding new streams of revenue for the University, becoming more proactive regarding certificate programs, finding new degree programs, and offering them on-site quickly, effectively and efficiently. On the other hand, she said, the Business School feels that a formalized business plan should be an integral part of the proposal. She said that the ASPP Committee has done a laudable and admirable job trying to address the concerns, but the Business School's concern is that the proposed College looks very much like a business school. She pointed out that there are many ways to achieve new streams of revenues, and this is only one. The Business School would like to have more time and perhaps more input into which model will best address those concerns.

Professor Pelzman said that he also agreed with Professor Griffith in that the report of the ASPP Committee does not address the revenue issue, nor the reallocation of revenues across the schools as a result of this new venture, nor is there any reference to revenue streams or budgeting in the proposal that was sent to the Senate members from the Academic Vice President's Office this past week. He said that it seemed to him that whenever one wants to direct new resources into new areas, or alter resource allocations from existing ones, one has to justify the transfer, and he thought "the faculty" of this University ought to know answers about the budgetary implications before it goes down the path of approving the proposed College. Vice President Lehman replied that in the information he recently distributed to the Senate, the administration has been very clear exactly where we are in the process. When Associate Vice President Whitaker gave the initial presentation on the proposed College at the Senate's November meeting, Vice

President Lehman said that he had indicated at that time that the whole objective was to work together with the faculty in order to develop the College. At that meeting, he said he also indicated that one of the first things he thought very important to work through was how to set up a governance structure for the College, and that there were issues of the budget that had to be looked at, which is where we are relative to that process now. Vice President Lehman then called upon Associate Vice President Whitaker to clarify what is being done relative to the budget matter.

Associate Vice President Whitaker said that first of all, he did not think that a fully-elaborated financial investment strategy was the current order of business. He said that to evaluate the risk of these kinds of new ventures, what is essential, first, is to form a coherent organizational model and a strategy for assessing, developing, and getting to new markets. He said that two things that are being done are an internal review of the competencies at the deans' offices to think about core competencies that may match up against market demand, and having a business development team, including faculty representation, external representation, and Board of Trustees members, looking at the set of competency needs within particular industry clusters, for example, InfoCom. Then we look at the match between the core competencies to address those sets of needs. This is the strategy and the mechanism that is in place, he said, with the understanding that for there to be substantial investment, clearly there has to be a fully elaborated business plan. And he did not think we were yet there with that plan. He said that this is what he will be suggesting to the Board this month -- that we do know the metrics, the basic models that are used and the basic benchmarks in the industry, and what kinds of contribution margins come from that, and we would be faithful to that or else it would not be worth going forward. Dr. Whitaker said that without some conceptual buy-ins that this College should exist with a governance mechanism that is palatable, and yet not encumbering what this unit is supposed to do, at that point we would fully elaborate the business strategy. The question is one of whether Academic Affairs is prepared to accept this proposal in this form, conceptually endorse this model, and get on with it, or we are not, and that is the choice, he said.

Professor Boswell said that it was the understanding of the ASPP Committee that what it has been working on in the form of its report to the Senate would be taken to the Board at its next meeting to request permission to proceed with a study for exactly the kinds of information asked for by Professor Pelzman. Vice President Lehman replied that that was precisely correct. Professor Captain, referring to information distributed by Vice President Lehman, said that it was her impression that over the next seven months, once it went to the Board, the College would be in place. Vice President Lehman responded that the original objective was to try to have it in place by September, but as time progressed, the administration realized that it could not keep that timetable. Further discussion continued by Professors Harrington, Johnston, Pelzman, Associate Vice President Whitaker, and Vice President Lehman.

Professor Griffith moved that further debate on the report of the ASPP Committee

be limited to no more than five minutes, after which the Senate would move to take up the Resolution on the agenda. The motion was seconded.

Professor Park said that his concern is that the Senate has not talked about a single aspect of the governing model proposed by the ASPP Committee. He thought it would be very helpful when the Academic Vice President goes to the Board to know that the faculty felt the basic faculty governance model proposed is plausible, not that the Faculty Senate approves it, but at least the Academic Vice President would be able to say that. He said that it seemed to him that the Senate should have some discussion on the governing structure before taking up the Resolution, and he recommended having ten minutes more to discuss it.

The Parliamentarian informed the Chair that the motion is not debatable. The question was called to limit the debate to five minutes, and the motion passed.

Professor McAleavey said that he was somewhat skeptical of this plan because it was going to involve a considerable amount of investment of full-time, on-campus faculty, and there did not appear to be a plan to increase the size of the full-time faculty. Professor Granger pointed out that the Faculty Code specifies that no more than 25% of the faculty can be serving in non-tenure-accruing appointments in any school. Professor Griffith said that he appreciated Professor Park's request to have the governance structure discussed more fully, but he noted that a task force, such as that proposed by the Resolution, could look at the structure and perhaps validate it. One substantial question is whether or not the proposed College can be brought responsibly into compliance with major features of the Faculty Code, and, if not, should the Senate be asked to move to create exceptions to allow this plan to go forward -- a question that is related to the 25% limit on non-tenure-accruing faculty mentioned by Professor Granger.

Further discussion continued by Professor Gallo, Berkowitz, Robinson, Harrington, Pelzman, and Vice President Lehman.

RESOLUTION (99/5), "A RESOLUTION ON A PROPOSED COLLEGE OF PROFESSIONAL STUDIES"

Professor Boswell, Chair, Ad Hoc Committee, deferred to Professor Pelzman, member of the Ad Hoc Committee, to speak to the Resolution. Professor Pelzman, on behalf of the Ad Hoc Committee, moved that Resolution 99/5 be adopted, and the motion was seconded.

Professor Pelzman explained that the Resolution basically raises many questions, including concerns as to the economic viability of the proposed College. He said that there is no doubt that other institutions are doing this, but the question the faculty must ask is whether or not we want to do the same thing. While none of us want to work in an institution where there are enormous budget constraints, we want to make sure that "we don't shoot ourselves in the foot." What the Resolution proposes, he said, is the creation of a Task Force

comprised of Faculty and Administrators who will evaluate all of the details of the proposal, including budgeting, the governance structure, and the demand-side issues, etc., in order to determine if there is a market. Professor Pelzman said that he viewed this Resolution as proactive, rather than a negative one, but he cautioned that we do not want to put money into a process that could create negative reputational effects.

Professor Griffith said that he would second the point that Professor Pelzman was making as expressed in the First RESOLVING Clause which states that "further development of the proposal for a College of Professional Studies be undertaken," which is to say that the Resolution is an endorsement for continuing this process. He said that another point he would make is the contrast between the Second RESOLVING Clause of the Resolution and the document circulated by the Academic Vice President. In that document, a description is given of what a development team of outside consultants will do over the next seven months, one of which is to "establish infrastructure, organization, processes, and faculty requirements for the new College." Professor Griffith said that he found this to be outrageous, because what it says is that this team of outside consultants is going to write the structure of this new College and that is how they propose to go forward. He stressed that what the Resolution says is that if we go forward with the proposed College, the Faculty Senate conditions it on the establishment of a Joint Faculty-Administration Task Force with equal membership to work these things out together. He thought that the Senate would be irresponsible not to insist that the faculty's interest in this matter be protected as this proposal goes forward. With regard to the last RESOLVING Clause, Professor Griffith said that the Resolution requires that any degree programs which are to exist in the interstices would have to have the co-sponsorship of one of the relevant schools, which is in accordance with the University-approved Faculty Senate policy on interschool programs. This requirement, he pointed out, is in disagreement with the recommendations of the ASPP Committee which would allow the proposed College to offer independent Master's of Professional Studies degrees on the authorization of a Dean's Council, a recommendation that he thought would be dangerous. He said that the Resolution is not asking that this proposal be stopped in its tracks, but rather asks that it go forward in a collaborative manner.

Professor Nagy said that, as Professor Sheldon related earlier, the School of Business and Public Management discussed the merits of this proposal and they had grave concerns about what they perceived as complete inadequacy of the information provided the faculty along the lines of what Professor Pelzman has raised and about the impact of this proposal if implemented upon accreditation, quality and reputation, and violation of the Faculty Code. Therefore, he said, the faculty of the School of Business and Public Management voted unanimous nonconcurrence with this proposal as it currently stands for those reasons. He then offered the following friendly amendments, which he said do not speak for the School of Business and Public Management but rather for himself:

WHEREAS, the proposed structure of CPS palpably violates Article I of the Faculty Code which mandates that the proportion of regular active-status faculty serving in non-tenured appointments

shall not exceed 25% in any school, while the CPS proposal seeks to operate without any tenure-accruing faculty with primary appointments in CPS.

RESOLVED, that any presentation to the Board of Trustees regarding CPS be postponed until the violations of the Faculty Code are removed.

The motion was seconded.

Professor Wilmarth spoke against the amendment because he thought that it was inappropriate and probably undesirable for the Senate at this time to lock itself into a position of giving any kind of final blessing for this proposal or taking any final position against it. To say to the Board of Trustees that we reject the proposal almost entirely because it is already in violation of the Faculty Code would be the wrong message to send at this point. He said that he found it reassuring that the Academic Vice President has said that the Faculty Senate will have a continuing role in shaping the structure and governance of this proposed College, as this is not our last opportunity to give our comments, and we made it clear that we could not give any formal signoff without seeing the financial projections, as Professor Pelzman pointed out, of a description of revenue impacts on existing schools. Professor Nagy replied that he would like to make it clear that he was talking about postponing action on the proposal until violations of the Code were remedied, but he did not intend that his amendment be interpreted as a rejection of every element of the proposal.

Further discussion followed by Professors Robinson, Pelzman, Nagy, Simon, and Vice President Lehman.

Professor Pelzman asked Professor Nagy if he would consider withdrawing his amendments because his concern about a violation of the Faculty Code would be an issue considered by the Joint Task Force proposed in the Resolution. Professor Nagy replied that he would withdraw his amendments if he is assured that this issue will not only be studied in depth, but it will be conveyed to the Senate. Professor Harrington noted that Professor Nagy's concern is covered in the Second RESOLVING Clause, Sec.(c). that ensures the regular faculty's Code-guaranteed roles in initiating faculty appointments. Professor Nagy then withdrew his amendments, and the seconder agreed.

Professor Wilmarth offered a proposed revision amendment to the Resolution that he thought would convey to the Board that the Senate has a serious and good faith intent, to the extent possible, to reach a consensus with the Board and the administration. First, he would strike the word "only" and replace it with the word "sketchy" in the second line of the Second WHEREAS Clause as a more neutral terminology. Second, he would strike the Fourth and Fifth WHEREAS Clauses and offer the following language in place of those two Clauses:

WHEREAS, the Faculty Senate is concerned about the

need to ensure that the courses and programs of the proposed College are offered in accordance with appropriate academic standards that will preserve and enhance the University's reputation; and

Third, in the last WHEREAS Clause in the next to the last line, he would strike the language after the word "and" and insert the words "and the Faculty Senate believes that the governance structure of the proposed College warrants careful study." Fourth, in the Second RESOLVING Clause, Sec. (d), he would strike the words "proposed either originate in or be co-sponsored by the relevant Schools," and substitute the words "are authorized and approved." And fifth, he would add a Third RESOLVING Clause, as follows:

3. That the Joint Task Force submit a report (and, to the extent practicable, a proposed resolution) to the Faculty Senate by September 15, 2000.

Professor Wilmarth moved the amendments as friendly amendments, and the motion was seconded.

A discussion on the amendments followed by Professors Pelzman, Harrington, and Johnston.

Professor Park said that he was concerned that the Senate should not appoint a Task Force to make recommendations and then instruct them on their conclusions before they have considered the proposal. He moved that the second line of the Second RESOLVING Clause, Sec.(a) be amended by substituting the word "advancing" for "advance"; in Sec.(c) striking the word "will" and changing the word "ensure" to "ensuring"; and in Sec.(d) changing the word "ensure" to the word "ensuring." The motion was seconded.

Professor Nagy said that he was really concerned that these so-called "friendly" amendments appeared to him to be watering down the Resolution to the point that he could not vote for it. He said that if he were a Trustee reading this Resolution, he would think that the Faculty Senate is on board and just merely wants to make a little study. If red flags are warranted, and if candor is warranted, he said it seemed to him that that is exactly what the Senate needs to do. If the Senate is not willing now to pass the resolution without removing accurate, reasoned and appropriate statements, then how will the Senate be able to vote against any future version of the proposed College if it, too, is gravely flawed? Professor Johnston, a member of the Ad Hoc Committee, said that he agreed with Professor Nagy that these were not friendly amendments. He said that the Senate has before it two separate things -- a report from the ASPP Committee that is very favorable and a Resolution that is much less favorable. And to try, at the last minute by drafting a few words to meld these two together into one in order not to ruffle anyone's feathers would be a mistake, he said. If we wait until next September to send any messages about our concerns, it will be too late.

Professor Pelzman said that, if we force the Board away from the table, it would not be in the Senate's best interests. If the Senate approves the Resolution which establishes a Task Force, then it is up to the Senate to appoint the right members to it who will hammer out the details of the proposed College. He said that he would accept the amendments as friendly because it was his objective to pass the Resolution creating the Task Force, not to simply send disapproving messages to the administration. Professor Granger asked if it would be possible that the Task Force might recommend against approval of the new College, and Professor Pelzman said that it would be possible if the Task Force finds that the new College is not a viable financial entity.

Vice President Lehman explained that the primary reason outside consultants were being used is because of the magnitude of the task that has been mapped out for the next 7 months. The consultants will bring materials which will be shared with everyone relative to the development of the proposal, and he did not want any misunderstanding about that issue.

Professor Wilmarth said that he did take seriously the points made by Professors Nagy and Johnston, and he would not want the Resolution understood as a de facto blessing of the proposal. He thought that perhaps their concerns might be assuaged by amending the Resolution to add a Fourth RESOLVING Clause, as follows:

4. That the Faculty Senate will not be in a position to express its recommendations with respect to the proposed College until it reviews and considers the report of the Joint Task Force.

The motion was seconded, and Professor Pelzman and the seconder accepted the amendment as a friendly amendment. Further discussion followed by Professors Pelzman, Duff, Nagy, and Vice President Lehman.

The question was called on the original motion, as amended, and Resolution 99/5, as amended, was adopted. (Resolution 99/5 is attached.)

ADJOURNMENT

Upon motion made and seconded, Vice President Lehman adjourned the meeting at 4:30 p.m.


Brian Selinsky
Secretary

A RESOLUTION CONCERNING A PROPOSED COLLEGE OF PROFESSIONAL STUDIES (99/5)

WHEREAS, in accordance with the Faculty Code, Article IX.A, the Faculty Senate has been asked for its response to a working document for a new College of Professional Studies (the "proposed College"), with notice that the Administration is planning a presentation for the meeting of the Board of Trustees in February, 2000; and

WHEREAS, the Ad Hoc Committee established by the Faculty Senate on December 10, 1999, to advise on this issue, having been presented with a preliminary description and without an accompanying financial plan, detailed marketing information or a final administrative structure, has recommended that the Senate respond in a timely way by focusing on broad principles; and

WHEREAS, the Ad Hoc Committee on the proposed College has found a number of meritorious aspects of the proposal, especially those suggesting better coordination of off-campus, nontraditional, and distance offerings, more interschool cooperation, and more focused and aggressive marketing tactics; and

WHEREAS, the Faculty Senate is concerned about the need to ensure that the courses and programs of the proposed College are offered in accordance with appropriate academic standards that will preserve and enhance the University's reputation; and

WHEREAS, Section A. of the Procedures for Implementation of the Faculty Code, specifies that regular active-status faculty of schools or comparable education divisions shall establish written procedures for the governance of that unit, and the Faculty Senate believes that the governance structure of the proposed College warrants careful study;
NOW, THEREFORE

BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY

1. That further development of the proposal for a College of Professional Studies be undertaken under the aegis of a Joint Faculty-Administration Task Force, to be comprised of seven (7) faculty members to be named by the Faculty Senate, one of whom shall be designated Faculty Co-Chair, and seven (7) members of the administration (possibly including Trustees), one of whom shall be designated Administration Co-Chair to be named by the President or the Vice President for Academic Affairs; and
2. That the Joint Task Force be charged with crafting expeditiously a revised proposal that will be evaluated in terms of (a) advancing the interests of the University in taking advantage of new possibilities for off-campus,

nontraditional, and distance education, while (b) making more efficient use of current programs and offerings; but also (c) ensuring the regular faculty's Code-guaranteed roles in initiating faculty appointments, and in overseeing all curricular developments, especially of for-credit-courses and programs; and (d) further ensuring that any new degrees are authorized and approved in accordance with the spirit of the University-approved Faculty Senate policy on interschool programs (Resolution 97/7); and

3. That the Joint Task Force submit a report (and, to the extent practicable, a proposed resolution) to the Faculty Senate by September 15, 2000; and
4. That the Faculty Senate will not be in a position to express its recommendations with respect to the proposed College until it reviews and considers the report of the Joint Task Force.

Ad Hoc Committee on a Proposed College
of Professional Studies

January 28, 2000

Adopted, as amended, February 4, 2000, by the Faculty Senate

THE GEORGE WASHINGTON UNIVERSITY
Washington, DC

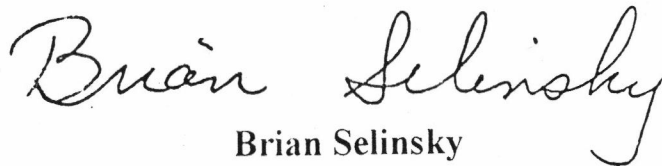
The Faculty Senate

January 31, 2000

The Faculty Senate will meet on Friday, February 4, 2000,* at
2:10 p.m. in Alumni House, 1925 F Street, NW.

AGENDA

1. Call to order
2. Report on the Proposed College of Professional Studies from the
Committee on Appointment, Salary and Promotion Policies; Professor
John G. Boswell, Chair (Report attached)
3. A RESOLUTION ON A PROPOSED COLLEGE OF PROFESSIONAL
STUDIES (99/5); Professor John G. Boswell, Chair, Ad Hoc Committee
on a Proposed College of Professional Studies (Resolution 99/5 attached)
4. Adjournment



Brian Selinsky
Secretary

*NOTE: The originally scheduled February 11th Senate meeting was re-scheduled for February 4th by the Executive Committee per notice dated January 24, 2000.

THE PROPOSED COLLEGE OF PROFESSIONAL STUDIES RECOMMENDATIONS TO THE SENATE FROM THE ASPP COMMITTEE

BACKGROUND

The general response of the ASPP Committee to the proposed college is that the university must move decisively, but carefully, into this new area of opportunities for continuing professional education. This report represents our attempt to identify the variety of issues of special concern to the faculty, and to offer structural recommendations that may be useful in meeting those concerns.¹ An attempt has been made to treat the new college like the existing schools when possible, and to provide for continuing, in depth faculty participation in policy making, curricular planning, faculty recruitment, student admissions and continuing academic review. Assumptions upon which the recommendations are based are outlined in this *Background* section, and are followed by the recommendations.

We appreciate that continuing professional education is a substantial opportunity for university service, and that there is substantial demand for such services in this area. We recognize that a number of distinguished universities are aggressively developing this market for higher education. This is illustrated by current, well-funded initiatives in this area by Johns Hopkins University, the University of Virginia, Old Dominion University, the University of Maryland, two special divisions from Harvard University, including one from its Kennedy School, Virginia Tech, and other schools of strong academic reputation.

¹ This report is the product of ten ASPP meetings, committee, subcommittee or joint meetings with others. This version of the report constitutes the sixth draft of these recommendations. We have met with Vice President Lehman, Roger Whitaker, Lillian Robinson and others, including the Educational Policy Committee and emeriti faculty familiar with off-campus programs of the past. We have discussed the issues with Roger Whitaker after a special presentation that he made to the ASPP committee, and again in a separate meeting with Roger and members of the Executive Committee. We have benefitted in our committee discussions from the advice of deans and faculty with substantial experience in off-campus offerings. A subcommittee of the ASPP committee has reviewed the suggestions of Professors Griffith and Wilmarth and has incorporated features of their recommendations. It has reviewed the comments of Vice President Lehman on the ASPP draft recommendations as proposed on Dec. 15, 1999 and Jan. 27, 2000. An ASPP subcommittee met on Jan. 14, 2000 with Professor Lillian Robinson to review proposed changes. The next draft of recommendations was discussed in some detail at Vice President Lehman's all day workshop at Mt. Vernon College on Jan. 22, and was further revised in light of comments at that time. The committee met with members of the Educational Policy Committee on Jan. 28th to review the 5th draft, and representatives from the ASPP Committee met with the Faculty Senate Executive Committee on Jan. 28th for a final review of this report prior to its submission.

We recognize that this program promises to realize efficiencies of administrative specialization and scale; that it would not only afford on-campus schools with an effective "service provider" for off-campus education, but would involve substantive and creative programming initiatives; that it would unify the marketing of GWU off-campus education; and that because of its close liaison with the corporations and firms contracting for services, the new college will afford existing schools access to markets and to opportunities that such schools are unlikely to discover or develop on their own.

We support GWU's offering such programs within an administrative structure and subject to academic standards that will assure the highest academic integrity and further strengthen the reputation of GWU. We believe that the potential graduate and advanced degree students for these programs will be sophisticated and demanding consumers, and that GWU can effectively serve them with offerings of the highest quality.

The suggestions made below, or similar organizational planning, should afford the university a flexible format that will assure high academic standards, reliable quality control and academic review, support current schools and off-campus certificate and degree programs, and take advantage of the marketing and curriculum tailoring efficiencies of the proposed new college.

We have noted, particularly, the Vice President for Academic Affairs' repeated emphasis that this new division would use its "business-to-business" approach not only for on-firm-site and off-campus credit offerings, but it is anticipated that these programs will stimulate further graduate work by individual students, and this contact with GWU and its faculty may attract them to undertaking that work on campus. It has been Vice President Lehman's specific assurance that there is no interest in or intention to duplicate or compete with existing on-campus or off-campus degree programs. The marketing teams will be cognizant of on-campus offerings beyond the purview of the new college of professional studies, and will make sure that potential opportunities for off-campus contracts or other arrangements are directed to the appropriate school's dean. Further, we have noted his desire to enhance opportunities for off-campus and on-campus programs, and to afford new opportunities to the regular full-time faculty. We have noted, too, that the Vice President explicitly wants to retain the percentage of off-campus courses being taught by full-time faculty. It is the expectation, explicitly provided in the recommendations below, that courses will be planned, curricula designed, faculty hired and reviewed, and degree standards set with the extensive participation of on-campus departments and schools. Off-campus offerings will be kept to the standards of on-campus offerings, and the "portability" of credits earned off-campus for use on campus will be limited to those meeting the degree requirements of the respective schools and departments.

It was indicated that where there is an existing course on campus that is going to be offered off-campus in a college of professional studies program, it is to have the same quality level as any such course offered on-campus, and the on-campus department will have the opportunity to review the person proposed to teach the course and the course content. For existing off-campus degree programs, these matters are handled in the schools. For courses of study under the proposed professional studies master's degree, where proposed courses already are offered on campus, they will receive similar treatment. The Dean's Council will

forward materials to the departments where appropriate for review and recommendations, whether this involves appointments, new courses or new degrees. Having their recommendations in hand, the Dean's Council will make its own recommendations to the proposed Academic Review Council, which, in turn, will make recommendations to the Vice President for Academic Affairs. This follows our existing practice, which has proven very workable.

Extensive participation in the policy making of the new college is provided for representatives of on-campus schools and departments. Further, not only will specialization indications on the Masters of Professional Studies be subject to review by on-campus schools and department, but the possibility of joint offerings of the M.P.S. degrees by the new college and existing schools, as proposed by the Ad Hoc Committee, may be appropriate in some situations and is addressed in recommendation (6) below. Care must be taken to avoid imposing delays in implementation or inflexibilities in marketing and initiating programs that are the core advantages of the new college. The administration emphasized that after individual new college program initiatives have been operating for two or more years, a review to determine to what extent a particular initiative should be incorporated in on-campus programs or transferred to an interdisciplinary degree framework would be appropriate.

The dean of the new college will also be served by an Advisory Board of prominent members in the corporate world, and others, to help the dean evaluate needs among corporations and firms for continuing professional education, to channel opportunities to the university, and to evaluate the effectiveness of GWU offerings and initiatives.

Important concerns were raised at the Saturday workshop as to the regular faculty's role in setting standards for the admission of students and in advising students, particularly certificate and degree candidates. This day-to-day, on-going administrative issue is not appropriate to the general recommendations below, but this problem needs to be addressed with great care to assure that students are served well and obtain reliable degree information. The inadequate counselling and course planning for American undergraduates has become a matter of intense concern to parents and students across the country. The lengthening of time-to-degree for students across the country is an embarrassment to higher education and a breach of a fiduciary duty to students. There must not be any such slippage in these programs. These students are more mature and sophisticated, and their employers are likely to be demanding as well, but the key to effective admission and advising policies must still lie with the faculty.

Concerns about the lack of a tenured faculty in the new college, an important traditional protection of the integrity of offerings and degrees, are met by the extensive participation of tenured, on-campus faculty. All regular active-status faculty who participate in off-campus programs will have a secondary appointment in the college of professional studies. This creates a body of informed, experienced, often tenured faculty in the new college. The new college will have no tenured faculty with their primary appointment in the college. The impact upon accreditation of the new college and its offerings will be assessed on a school by school and program by program basis.

The faculty of the College, whether jointly appointed as secondary appointments from on-campus, regular active status faculty or appointed on a non-tenure

accruing contract basis directly to the new college, will have a direct participatory voice and forum in the establishment of a "College Assembly" of all faculty in the college, meeting at least once each semester.

Finally, we wish to emphasize that our approach to the proposed college is sympathetic and positive. It is an initiative that can strengthen and leverage the academic reputation of the university, and provide additional resources and opportunities to the faculty and programs of the traditional on-campus schools of the university. Given the kinds of safeguards and review recommended in this report. While recommending numerous procedural and structural safeguards to assure the continuation of high standards in the off-campus offerings and to assure the integrity and support of the continuing education and graduate education programs of the on-campus schools, we do strongly support the proposed college.

The following recommendations are offered.

DRAFT RECOMMENDATIONS

- (1) That in the establishment and administration of a College of Professional Studies, the Vice President for Academic Affairs will be advised by an ACADEMIC REVIEW COUNCIL, chaired by the Associate Vice President for Research and Graduate Studies, voting only when necessary to break a tie; such Council to be composed of the deans of the schools which offer off-campus programs in any form, certificate or degree programs, or special non-certificate, non-degree programs; the Dean of the College of Professional Studies will be an ex officio member of the Council;
- (2) That the DEAN'S COUNCIL of the College of Professional Studies, acting on behalf of the faculties of the participating schools, will have the functions described below and such other planning and operational review powers as may be assigned by the Vice President for Academic Affairs, or by the Dean of the College, subject to compliance, as appropriate, with the Code and the Faculty Organization Plan;
- (3) That the responsibilities of the DEAN'S COUNCIL will include, but not be limited to, a) the approval, subject to a majority vote of members present, of (i) recommendations for appointment of new college faculty, following recommendations by the full time faculty of the relevant department(s) of the University; (ii) recommendations for the promotion of college faculty, following recommendations by the full time faculty of the relevant department(s) of the University; (iii) requirements of the degree Master of Professional Studies; (iv) the designation of specialized subject areas on such degrees or certificates for satisfactory completion of specified courses of study, following the recommendations of the full time faculty of the relevant department(s) of the university, when applicable; (v) the authorization for the offering of individual courses, following consideration of the recommendations of the full time faculty of the relevant department(s) where appropriate; (vi) the recommendations for approval for their degrees of students satisfactorily completing the requirements for such degrees; b) the assurance that programs of the college do not inappropriately overlap or compete with on-campus degree programs or divert students therefrom; and c) the effective liaison between the individual

colleges and schools and the Dean, Dean's Council and faculty of the College of Professional Studies, subject to the understanding that the Dean's Council members do not represent the faculties of their primary appointments, but have a fiduciary duty to act in the best interest of the University; and which liaison will include but not be limited to: i) avoiding inappropriate overlap of offerings; ii) the coordination and review of such recommendations and advice of full time faculty as provided elsewhere in these recommendations; and iii) participation in the long-range planning for the College of Professional Studies;

(4) That the membership of the Dean's Council will be composed of members serving staggered three year terms as follows: One tenured faculty member from each College/School of the University participating in the offerings of the College of Professional Studies, to be elected by the faculty of that College/School, and not to serve for more than three years successively; three chairs of departments with faculty participating in the current offerings of the College of Professional Studies, to be appointed by the Dean of the College of Professional Studies, such member not to serve for more than three years successively; and three non-tenure accruing contract faculty from among those participating in the current offerings of the College of Professional Studies, to be appointed by the Dean of the College of Professional Studies, such member not to serve for more than three years successively [the chairs and the contract faculty to be regular faculty but need not be tenured]; the initial elections and appointments to be for one, two and three year terms as necessary to achieve a body of limited tenure but with the continuity of three year terms;

(5) That tenured faculty serving on the Dean's Council in the College of Professional Studies will hold a secondary appointment in that College for the period of such service; such faculty members will not be tenured in the College of Professional Studies;

(6) That the certificate, degree programs, and other off-campus offerings, of the participating schools will be afforded the full marketing support and administrative resources of the college; that when agreed upon by the Dean's Council of the college and the faculty of a school in the university, and approved by the Vice President for Academic Affairs, the degree Master of Professional Studies may be offered jointly between the college and that school, with or without a designation as to specialization or concentration, as they shall mutually agree; and that the degree Masters of Professional Studies will be awarded independently by the College of Professional Studies;

(7) That questions as to the designation of participating schools and departments and as to the assignment of certificate or degree programs to a primary school or department for review for academic standards and approval of appointments, admissions, courses, curricula, and other such matters will be referred for action to the Academic Review Council of the College of Professional Studies; and that no course, certificate or degree will be approved that has not been recommended by the Dean's Council;

(8) That the Dean of the College of Professional Studies will be appointed in accordance with the Faculty Code, C.2, to the extent practicable, with the Dean's Council functioning in lieu of the regular-active status faculty, and with the initial Dean's Council consisting of a regular-active status faculty member elected from each of the participating schools, three department chairs of

participating schools appointed by the Vice President for Academic Affairs, and three contract faculty appointed by the Vice President for Academic Affairs; and,

(9) That the initial search committee for the Dean of the College of Professional Studies will consist of an elected member from each school of the University;

(10) That all faculty within the College of Professional Studies will be members of a "College Assembly," meeting at least once each semester in the fall and spring terms, to hear reports from the dean, directors of programs, committees and others, and to discuss and make recommendations to the dean in the best interests of the college; and

(11) That an academic program review will be conducted for each certificate or degree program every three years, such review to be conducted by a faculty committee consistent with campus-wide academic review practices.

The End

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A RESOLUTION CONCERNING A PROPOSED COLLEGE OF PROFESSIONAL STUDIES (99/5)

WHEREAS, in accordance with the FACULTY CODE, Art IX.A, the Faculty Senate has been asked for its response to a working document for a new College of Professional Studies (CoPS), with notice that the Administration is planning a presentation for the meeting of the Board of Trustees in February, 2000; and

WHEREAS, the Ad hoc Committee established by the Faculty Senate on Dec. 10, 1999, to advise on this issue, having been presented with only a sketchy description and without an accompanying financial plan marketing information or administrative structure, recommends that the Senate respond in a timely way by focusing on broad principles; and

WHEREAS, the Ad hoc Committee on the CoPS has found a number of meritorious aspects of the proposal, especially those suggesting better coordination of off-campus, non-traditional and distance offerings, more inter-school cooperation, and more focused and aggressive marketing tactics; and

WHEREAS, this college in meeting market demand on a timely basis may be forced to make compromises in program quality and faculty hired which, over the long term can negatively impact the University's reputation; and

WHEREAS, the grave flaws in the proposal so far developed appear to be rooted in inadequate timely consultation with the regular faculty, and particular from insufficient coordination with existing programs for off-campus education and professional training, with the consequence that the proposal risks elaboration of an academic-administrative structure that may generate serious intra-university conflicts and waste valuable resources; and

WHEREAS, the Faculty Code (Procedures for the Implementation of the Faculty Code, Section A) specifies that regular active status faculty of schools or comparable education divisions shall establish written procedures for the governance of that unit, and there being no proposed faculty, this proposal is in violation of the Faculty Code;
NOW, THEREFORE,

BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY:

1. That further development of the proposal for a College of Professional Studies be undertaken under the aegis of a Joint Faculty-Administration Task Force, to be comprised of seven faculty members to

be named by the Faculty Senate, one of whom will be designated Faculty Co-chair, along with a like number of administration members (possibly including Trustees) and a co-chair, to be named by the President or the Vice President for Academic Affairs; and further,

2. That this Joint Task Force be charged with crafting expeditiously a revised proposal that will (a) advance the interests of the University in taking advantage of new possibilities for off-campus, non-traditional and distance education, while (b) making more efficient use of current programs and offerings; but also (c) will ensure the regular faculty's CODE-guaranteed roles in initiating faculty appointments, and in overseeing all curricular developments, especially of for-credit-courses and programs; and (d) further ensure that any new degrees proposed either originate in or be cosponsored by the relevant Schools, in accordance with the spirit of the University-approved Faculty Senate policy on interschool programs (Resolution 97/7).

**Ad Hoc Committee on a Proposed College
of Professional Studies**

January 28, 2000